

TAB

~~PERSONNEL DEVELOPMENT PROGRAM~~

Recommendation:

The Director should publicize the criteria for being included on the Executive Development Roster (EDR), look into the Civil Service Commission profile for developing an Executive Developmental Program (see attached), and ensure that managers use the EDR for making selections for key assignments.

Comment:

The Agency's Personnel Development Program (PDP), instituted in 1973 as one facet of the New Approaches to Personnel Management approved by the then Director, Mr. William Colby, is an independent program in CIA which, however, meets the requirements of the Executive Order that Federal agencies develop formal systems for the identification and development of employees with potential for executive or managerial positions.

The Civil Service Commission publications on the subject of executive development, such as FPM Letter 412-3, are used as background for Agency guidances in our implementation of PDP. The material is modified to fit with the decentralized personnel management policy of the Agency whereby the Head of the individual Career Service is responsible for the management and development of the employees assigned to that jurisdiction.

The Agency program differs from the CSC system in only a few procedural aspects. Agency employees do not have individual development plans (IDPs) but use the Developmental Profiles designed for the various disciplines or professions of the Career Services or Career Service subgroups. These present a broad program for the development of officers in at least grades GS-09 and above but may begin at GS-07. Developmental programs tailored to the need for the individual employee are identified for the GS-13 to GS-15 officers selected for the Executive Development Roster of the PDP.

Agency guidances for the PDP do not specifically provide for self-nomination nor for advising the individuals who are selected for inclusion in the PDP. There are pros and cons for both these policies and it is left to the Career Service to decide whether to accept self-nominations and/or to advise individuals included.

The Board and Panel system which operates in the Agency for personnel evaluation, ranking, assignment and promotion negates a need for self-nomination. There is no comparable requirement in the Civil Service for the periodic review of all employees of a grade or occupation in a component for purposes of competitive evaluation and ranking, hence the self-nomination approach in the FPMs. The annual or semi-annual ranking process in CIA serves to identify those employees with the talent and potential for executive or managerial career development consideration. Self-nomination is not ruled out, of course, but would necessarily be subject to the Panel/Board review system.

The PDP guidances recommend individuals at the more senior grades in the Executive Development Roster be advised of their inclusion to avoid extensive development in terms of special assignments and formal training of employees not interested in managerial or executive assignment. Advising the more junior individuals of their inclusion can lead to morale problems should the developmental experience indicate lack of the necessary talent or potential for the target assignments and the employee be dropped from the program.

ie give no guidance as to when it is needed help most.

Insofar as publishing the criteria is concerned, the Personnel Development Program is covered in the various training courses at OTR including briefings in the Introduction to CIA, Trends and Highlights, the Mid-career Course and the Management Seminar. In addition, the Personnel Handbooks of the DDI (now NFAC), and DDS&T include descriptions of the program. The DDO Handbook now in process of coordination also includes material on the PDP. ~~To insure the coverage in the Career Service publications is complete, we propose the Directorates review the published material and update or expand it as necessary, specifically to include the criteria for selection.~~

We are advised by senior Career Management Officers that the PDP lists or rosters provide the basis and are used for selection of employees for managerial training courses and for assignments which provide developmental experiences or managerial importance. In support of this aspect of the program, the DDCI or the DCI after review of the consolidated Agency program normally discusses the plans for the individual employees with the Heads of the respective Career Services.

Final ~~With the exception of asking for Career Service review of published PDP material, we believe the Program as it functions in the Agency meets all the recommendations of the Women's Program Board.~~

- 1. I prefer to take our chances on disappointment if dropped & let people know when they join EDR*
- 2. Pls prepare prof in note to publicize system & our dedication to it.*

TAB

~~CENTRALIZED CAREER SERVICE RECOMMENDATION~~

~~Recommendation:~~

The Director should task an existent advisory body or an ad hoc task group with enumerating the pros and cons of developing a centralized career system and making a conclusive statement on its feasibility. The group should start with the findings of studies already done on the subject.

~~Comment:~~

We have assumed here that the terms "centralized career service" refers to the establishment of a single career service for all Agency employees.

STAT The Personnel Approaches Study Group (PASG), convened in 1973, made an intensive study of the personnel management system then existent in the Agency. In an indirect fashion this Group confirmed the concept of separate Career Services in the recommendations which were approved by the DCI, Mr. William Colby. The number of separate Career Services, however, was sharply reduced from 23 to 5. A Career Service was established in each Directorate with an Executive Service for the Office of the DCI and the Independent Offices. The responsibilities of the Heads of the Career Services are described in [] in sum they are responsible for the application and functioning of the Agency's personnel program as it applies to the employees under their jurisdiction, which includes the management and career development of all such employees.

The research that supported the PASG recommendations pointed out definite advantage of retaining a multi-career service system, albeit considerably reduced in size. There were no apparent benefits of a single Career Service which would merit eliminating the several Career Service concept. The attributes of a multi-career service as seen by PASG and endorsed by senior Agency management are as follows:

- (a) Decentralization of responsibility for employment decisions.
- (b) More flexibility in arranging assignments.

(c) Equitable promotion opportunities for employees of similar disciplines.

(d) More attentiveness to the career interests and development of employees.

(e) Fosters communication links.

In view of the relative currency of the PASG study and the present state of flux in the Agency resulting from the plan for reorganization, as well as the possible effect of the pending legislation affecting the Intelligence Community which will impact on personnel policies and procedures, ~~it is recommended that any further study of the centralized career system be delayed until the organizational situation is settled.~~

Another women's panel recommended a secretarial career service - perhaps that is what was meant here. In any event I'd appreciate news on that.

TAB

CAREER DEVELOPMENT OF CLERICAL EMPLOYEES

Recommendation:

The Director should establish a DCI Task Force chaired by the Federal Women's Program Board and including representatives from the Office of Personnel, Career Management Officers, and the clerical ranks, to examine the studies and surveys conducted to date addressing the career development problems of clericals and by April 1978 make recommendations on workable solutions acceptable to management and secretaries/clericals.

Comment:

The identification of the perceived problems and possible solutions of the secretarial/clerical employees career development and progression has been the target of numerous study groups and action has been taken in several areas, including specific upward mobility programs instituted in the various Career Services or the Career Service subgroups. These are normally designed for employees in grades GS-09 and below assigned to positions or in disciplines without advancement opportunity.

To facilitate the administration of this group of employees, the DDO recently established a career panel system for all clericals in grades GS-07 and above in that Career Service for the purpose of evaluation, assignment and promotion. The DCI has just concurred in a recommendation that each Career Service create a similar Directorate-wide system, with a formal structure, including panels at the subgroup level if appropriate, for the clerical employees. This new policy will be implemented shortly.

In addition to the recent decision for the establishment of Directorate-wide formalized Clerical Career Panel systems, the DCI has also endorsed the establishment of a secretarial Management Advisory Group (MAG). The basis for constructive action has been laid and until the individual Career Services have had the opportunity to review their respective situations, develop their plans and programs for the centralized administration of the clerical/secretarial force, and establish the criteria for evaluation, selection for assignment and promotion, reexamination of what has gone before would be redundant.

Once the new systems are established and functioning, the Career Service panels involved in the operation would be in a position to examine and analyze the problem situations. At this juncture ~~it would be beneficial for the secretarial MAG and the Federal Women's Program Board to coalesce their efforts and participate in studies and share their experiences and viewpoints with the Career Services in perfecting the system and coming up with workable solutions.~~

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Recommendations to the Director from the Federal
Women's Program Board

FROM:

Executive Officer/DDA

EXTENSION

NO.

DDA 78-0247

DATE

23 January 1978

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Acting Director/
Office of Personnel

24 JAN 1978

14

1/25/78

125

2jm

Please note that there are a number of actions to be taken. These recommendations were based on a meeting with Federal Women's Program Board:

a. Note for DCI to publicize PDP system (Note: interested in including Jr. individuals).

b. Status on Secretarial Career Service.

c. Have Secretarial MAG and Federal Women's Program Board combine efforts and participant in studies.

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Response -
24 Feb

Per

[Redacted]

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ROUTING AND RECORD SHEET

15.

Concave except Tab A, p2, #2
(clipped). Junior individuals
are excluded from being
advised of their inclusion
on the Exec. Dev. Roster
because "it might lead
to morale problems
should they have to be
dropped later". ~~Do not~~
~~concern~~. At an early
stage in one's career, when
adjustments can be made
most easily, all feedback
available should be given
the individual. ~~Let's~~
~~treat people like adults.~~

Op -

Actus (Sci. Nat.)

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EXECUTIVE SECRETARIAT

Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
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3	D/DCI/IC				
4	DDS&T				
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6	DDA				
7	DDO				
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9	GC				
10	LC				
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15	DTR				
16	A/DCI/PA				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
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21					
22					
SUSPENSE		Date			

Remarks:

ILLEGIB

3637 (5-77)

Executive Secretary

Date